

2011-2012 REDI STRATEGIC INITIATIVES

GOAL 1: Build Rockville's Economy for the Future*Strategy 1.1: Foster Innovation and Entrepreneurship in Rockville*

Tactic A: Support the Rockville Innovation Center (RIC) & the Shady Grove Innovation Center (SGIC)

Measurement: REDI participates in 80% of Tenant Review Committee (TRC) meetings; REDI provides public relations services to RIC/SGIC (8 companies served); REDI provides site selection assistance to graduating companies (50%)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
REDI and sponsors participate in Tenant Review Committee meetings (80%)	ongoing			
REDI provides PR services to tenant companies	ongoing			
REDI provides location assistance to pre-graduation companies	ongoing			

Tactic B: Promote Technology Transfer from Area Laboratories

Measurement: REDI hosts meetings for INNoVATE graduates (6); REDI assists in recruiting the 2012 INNoVATE class (20); REDI recruits/supports mentors/advisors (15)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
INNoVATE graduates meet bimonthly at REDI	ongoing			
REDI assists in recruiting 2012 INNoVATE class of 20 or more	1Q12			
REDI recruits INNoVATE mentors (15) and supports their activities	ongoing			
REDI works with JHU to integrate INNoVATE into curriculum	2Q12			

REDI supports Federal Laboratory Consortium showcase programs	ongoing			
---	---------	--	--	--

Tactic C: Sustain and Grow Rockville Women’s Business Center (RWBC)

Measurement: \$90,000 raised; 30 seminars offered for 450 participants; counseling provided to 50 entrepreneurs; advisory board formed (12)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Secure \$90,000 for operations	2Q12			
30 seminars offered (450 attendees)	2Q12			
Counseling provided for entrepreneurs (50)	2Q12			
Advisory Committee formed (12)	1Q12			
Sell “Buy Rockville” cards	Ongoing			

Tactic D: Sponsor the StartRight! Women’s Business Plan Competition under RWBC

Measurement: Total number of submissions (50); Rockville submissions (5); \$20,000 in cash prizes; retain media partner

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Manage 2011 judging and award ceremony	3Q11			
Secure 2012 prize sponsors (\$20K)	1Q12			
Market 2012 competition; receive plans (50)	2Q12			

Tactic E: Foster an Entrepreneurial Community – events & social networking

Measurement: Retain Co-Founders Wanted Meetup group in Rockville; REDI attends 75% of meetings; create REDI LinkedIn pages for full-time employees; promote 10 Rockville businesses per month through social media; increase combined social media followers by 25%; identify and evaluate 8 entrepreneur networks

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
REDI attends entrepreneurial Meetup groups	ongoing			
Establish LinkedIn presence for REDI	4Q11			
Promote Rockville businesses and entrepreneurs through Facebook, Twitter and LinkedIn (10/month)	ongoing			
Identify and evaluate entrepreneur networks in MD and DC	2 per quarter			

Strategy 1.2: Catalyze Public and Private Investment Funds

Tactic A: Develop plans for a Rockville/REDI Fund

Measurement: Other funds researched, interest session held, mechanism and work plan drafted

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Research other city-based/regional funds	3Q11			
Host private sector interest session	1Q12			
Assemble committee to draft mechanism and implementation plan	1Q12			
Present draft plan for approval	2Q12			

GOAL 2: Attract New Businesses to Rockville

Strategy 2.1: Brand and Market Rockville as a Business Center

Tactic A: Completely Revise REDI's Website

Measurement: New website launched; information updated (1-2x/month); number of unique monthly visitors (>2000)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Redesign website	4Q11			
Update website	1-2 times monthly			

Tactic B: Selectively Advertise Rockville as a Great Place to Do Business

Measurement: Number of ads placed (26) and cooperative marketing campaigns run (1)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Place ads in Gazette (26)	Ongoing			
Complete 2011-12 “Why Rockville” campaign	1Q12			
Organize event for 2011-12 “Why Rockville” sponsors and featured CEOs	2Q12			
Secure 2012-13 sponsorship	1Q12			
Implement 2012-13 “Why Rockville” campaign	2Q12			
Participate in cooperative marketing efforts with other organizations & media outlets	Ongoing			

Tactic C: Generate Free, Earned Media Coverage

Measurement: Number of press releases or advisories generated (15); number of articles in print/stories on the air (>60)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Achieve non-calendar media placements (average 5/month)	Ongoing			
Create/distribute press releases (\geq 1/month)	Ongoing			

Strategy 2.2: Expand Rockville's Base of Technology Companies and Company Headquarters

Tactic A: Participate in BIO 2012 in Boston

Measurement: Participation of Rockville companies (5) in BIO 2012; business cards added to system and followed up

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Evaluate BIO 2011 participation and interest for BIO 2012	1Q12			
Plan BIO 2012 participation with Rockville companies	2Q12			
Participate in BIO 2012	2Q12			

Tactic B: Partner with Technology Business Organizations, e.g., TEDCO, Tech Transfer Society, Federal Lab Consortium, Tech Council of Maryland, MIT Enterprise Forum

Measurement: Joint programming and initiatives (10)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
REDI promotes or participates in regional events (10)	Ongoing			
Promote participation by Rockville companies featured in programs (4)	Ongoing			
Implement and assess results	Ongoing			

Tactic C: Partner with Economic Development Partners on Attraction Efforts, e.g., Montgomery County Dept. of Economic Development, Maryland Dept. of Business and Economic Development, Greater Washington Initiative

Measurement: Outcome of joint attraction activities (50% successful)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Support joint activities	Ongoing			

Assess results	Ongoing			
----------------	---------	--	--	--

GOAL 3: Retain and Support Rockville's Existing Business Base

Strategy 3.1: Recognize, Celebrate and Support Business Contributions to Rockville's Economic Success

Tactic A: Celebrate Rockville Businesses through a "Business Appreciation Week"

Measurement: Number of partner organizations (5); trial participation by Rockville company C-level executives (5); training document for ambassadors created; ≥ 50 visits by ≥ 40 ambassadors; press coverage of event

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Secure partners	1Q12			
Create training document for ambassadors	1Q12			
Conduct business visits (≥ 50) with ≥ 40 ambassadors	1Q12			
Publicize Business Appreciation Week	1Q12			
Organize concluding event and release survey results there	1Q12			
Evaluate event	2Q12			

Tactic B: Make Targeted Retention Visits

Measurement: Number of visits to incubator companies (25) and to established Rockville companies (30)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Schedule business visits to incubator companies, identify visiting team members	3Q11			
Visit incubator companies	4Q11			
Evaluate incubator visits	4Q11			
Identify established	3Q11			

companies for retention visits				
Make retention visits	Ongoing			
Assess results and amend plan	2Q12			

Strategy 3.2: Support Workforce Recruitment for Rockville Companies

Tactic A: Sponsor/Organize a Regional Postdoc Conference

Measurement: Number of postdoc participants (500) and hiring companies (30); sufficient funds raised to cover conference costs; potential successor identified to organize event

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Evaluate 2011 event	3Q11			
Organize and host meetings of the planning committee for 2012 event	1-2Q12			
Identify successor organization to plan effort	2Q12			
Hold 2012 conference	2Q12			

Strategy 3.3: Stimulate B2B Networks for Businesses

Tactic A: Support Existing Business Organizations (Chambers, women and minority organizations)

Measurement: Number of Rockville events promoted in calendar and e-newsletter (36); number of events attended (24)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Publicize 36 Rockville business events on web, in e-newsletter	Ongoing			
Attend business events (2/month)	Ongoing			
Provide links from REDI website to business organizations	Ongoing			

Tactic B: Communicate Regularly through an Email Newsletter

Measurement: Newsletters sent monthly; percent opened (20%)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Develop and send monthly REDI e-newsletter	Ongoing			
Assess readership quarterly	Ongoing			

GOAL 4: Support City of Rockville Programs and Initiatives

Strategy 4.1: Partner with City on Initiatives with Economic Development Component

Tactic A: Support City processes to review and update various Master Plans

Measurement: Responsiveness to City request for support; inclusion of economic considerations/business perspective in plans

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Participate in City meetings as requested	Ongoing			
Serve as a resource to City staff and liaison to business community	Ongoing			

Tactic B: Support Economic Competitiveness Study and Rockville Summit

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Provide input for study and for summit planning	3Q11			
Support post-summit committees as requested	Ongoing			

Tactic C: Support “Buy Rockville” Program

Measurement: 75% of REDI procurements include a bid from Rockville company

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
List “Buy Rockville” events and promotions on REDI website and in e-newsletter	Ongoing			
Obtain Rockville company bids for 75% of REDI procurements	Ongoing			

Watch List Projects

Goal 1:

- Power of Angels Seminar

Goal 2:

- Author regular column and/or a “thought piece”
- Secure one non-print media series

Goal 3:

- Establish a Montgomery County business club in Rockville
- Web-based listing of Rockville technology companies and large companies

Goal 4:

- Promote Rockville’s cultural, arts and entertainment organizations and events
- Support parking coordination for Duball project
- Support Rockville Sister City Corporation Jiaxing relationship